Procurement Services Management Team

Ruby M. Spicer, Director
- Ethel Edwards, Associate Director, Supplier Diversity
- Erika Allen, Assistant Director
- Vicki Lewis Beckett, Assistant Director, Procurement IT Solutions
- Tasha Jordan, Procurement Manager

Procurement Services Number: 757-823-8053
Procurement Service Department Structure

Goods Team
- Tasha D. Jordan, Manager of Goods
- Libbie Hudson, Contracts Officer
- Janet Bennett, Contracts Officer
- Ersalyn A. Arrington, Charge Card Adm.

Services Team
- Erika M. Allen, Manager of Services
- Kacey Smith, Senior Contracts Officer
- Michelle Purkett, Senior Contracts Officer
- Roi Ewell, Contracts Officer
What is required when acquiring goods or services?

Requisition

Prior to the purchase of goods and/or services a requisition is required to be entered in both eVA and Colleague. (Exceptions: stipends, paper, printshop purchases, travel and etc).
Selection of Procurement Methods:

- Small Purchase Procedures (up to $200,000)
- Competitive Sealed Bidding
- Competitive Negotiation
- Sole Source
- Emergency
- Public Auction
- Reverse Auctioning

All of which are authorized by the Governing Rules
Small Purchases and Thresholds

- **Small Purchases**: Up to and including $10,000
  - Single quote is allowed and set-aside for a DSBSD-certified micro business, unless exempted and documentation is required.
Over $10,000 up to and including $200,000:

- Quick Quote, Unsealed Bidding, or Unsealed Request for Proposals are allowed. Quick Quote is the preferred method for unsealed bidding.

- Solicitations over $10,000 up to and including $200,000 shall be set-aside for DSBSD-certified small business unless exempted and documentation is required.

Note: Procurements that are expected to exceed $10,000, public posting is required if Quick Quotes are not used.
Over $200,000 may be used for lesser amounts depending on the procurement:

Procurements over $200,000 shall include a Prime Contractor Small Business Subcontracting Plan unless exempted and documented.

The following are used for purchases over $200,000 unless exception:

- Competitive sealed bidding
- Two-step competitive sealed bidding
- Competitive negotiation

Note: Public posting is required
Exceptions To Competitive Procurement

❖ **Emergency** – Take immediate action if required to protect personal safety or property and noncompetitively negotiate. Other emergencies, seek competition to the extent practicable.

  - Requires written determination signed by the agency head or designee. Public posting in eVA is required

❖ **Sole Source** – Over $10,000 – a written quotation must be obtained from the vendor.

  - Requires written justification approved in advance by the agency head or designee. Public posting in eVA is required.
Exceptions To Competitive Procurement

- **Public Auction Sale** – A determination is made in advance by the agency in writing that the purchase of non-technology goods, products, or commodities from a public auction sale is in the best interest of the public; such items may be purchased at the action. The writing shall document the basis for the determination.

  - Public auctioning (non-electronic) may be used up to the agency’s delegated authority.

  - Participation in online public auctions is not permitted.

  - Set-aside for DSBSD-certified small businesses unless exempted. The procurement file shall be documented if the procurement does not qualify for a set-aside.
- Code of Virginia, Section No. §23.1-1017, Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education

- Code of Virginia, Virginia Public Procurement Act, § 2.2-4300 (Articles 1-6) on Ethics
References

• Commonwealth of Virginia’s Procurement Manual for Institutions of Higher Education and their Vendors


• Acts of Assembly 2008, Chapters 824 and 829
Charge Card Program
Contact: Ersalyn Arrington
823-2919
Training Dates

Small Purchase & Individual Liability Travel Charge Cards -
eVA Training Opportunities
Contact: Vicki Beckett Lewis
823-2542
Training Dates
Thank YOU

Questions?
DIVISION OF FINANCE AND ADMINISTRATION

CONTROLLER’S OFFICE
AGENDA

- Prompt Payment Requirements
- Invoice processing / Common Errors To Avoid Payment Delays
- Object Codes
- Reminders and Contacts
Prompt Pay

- Code of Virginia, Chapter 43, Article 4 requires state agencies to pay for delivered goods and services within thirty calendar days after receipt of a proper invoice, or thirty days after receipt of the goods or services, whichever is later.

- The Accounts Payable Department is responsible for processing payments to vendors for goods and services received by the University.
Invoice Processing

- All invoices are required to be submitted to Accounts Payable via AccountsPayableDept@nsu.edu or delivered to Wilson Hall, Suite 201A. Vendors are instructed to send invoices directly to Accounts Payable for processing as part of the purchase order.

- Invoices received by the departments from vendors are required to be sent it to Accounts Payable immediately for processing.

- To successfully pay an invoice Accounts Payable requires the following:
  - Valid invoice from the vendor for the services rendered.
  - Purchase order matching the invoice, amount and quantity.
  - Department receiving and acceptance of the goods or services.
Invoice Processing and Common Errors To Avoid Payment Delays

Departmental Responsibilities To Avoid Common Errors

➢ Accept (Receive) the goods and/or services in Colleague as soon as it is received. Do not wait for the invoice or to hear from AP before the goods or services are accepted in Colleague. Receiving is required in both Colleague and eVA; however, since Colleague is the system of record for a vendor payment, no payment can be made to a vendor without the colleague receiving on a Purchase Order.

➢ For Blanket Purchase Orders (BPOs), check your BPO in colleague to ensure there is enough funding to cover the invoice prior to providing authorization to pay to Accounts Payable. If an invoice and authorization to pay is received by AP, but there are not enough funds on the BPO, the invoice can not be processed for payment.

➢ For BPOs, your authorization to pay must include the date you are providing the authorization. This date is used to calculate the payment due date for prompt pay.
Invoice Processing and Common Errors To Avoid Payment Delays

- **Departmental Responsibilities To Avoid Common Errors**
  - Document vendor disputes or changes needed to invoice to support late submission of invoice to AP. At times you may have to work with the vendor to ensure proper billing. This should be documented when invoices are submitted to the AP for processing. The 30 days will not begin until we have a proper invoice.
  - Invoices for temporary workers:
    - Purchase Orders are required to be accepted (received) in Colleague at the same time department approves the hours worked on the time sheet for the temporary worker.
    - Ensure the pay rate for your temp worker is correct on the purchase order. If overtime is being paid, the purchase order must have an overtime rate prior to the temp worker working the overtime.
Invoice Processing and Common Errors To Avoid Payment Delays

- Departmental Responsibilities To Avoid Common Errors
  - Membership and Subscriptions
    - The time frame covered by the memberships or subscriptions must be noted on the invoice.
  - Respond back to Accounts Payable inquiry timely. Account Payable processes upwards of 800 vendor invoices per month (not including Travel). In order to ensure prompt payment to vendor, departments are required to response timely.
  - Colleague purchase order must be in an “Outstanding” status and coded to a correct account string. If the PO has a status of “In Progress” this means it has not been finalized by the Procurement office.

<table>
<thead>
<tr>
<th>Purchase Order P0025244</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
</tr>
<tr>
<td>Vendor</td>
</tr>
<tr>
<td>Amount</td>
</tr>
<tr>
<td>Maintenance Date</td>
</tr>
<tr>
<td>Outstanding</td>
</tr>
<tr>
<td>0909750 22nd Century Technologies</td>
</tr>
<tr>
<td>$14,358.84</td>
</tr>
<tr>
<td>3/10/2022</td>
</tr>
</tbody>
</table>
Invoice Processing and Common Errors To Avoid Payment Delays

- Why is RECEIVING/ACCEPTING your goods and services IMPORTANT?
  - Receiving date in Colleague is vital to ensure prompt payment to vendors. Invoices can not be pay until the goods or services is received by the University.
  - Receiving date is also vital to ensure transactions are recorded in the proper fiscal year. Invoices received in AP and accepted in Colleague by June 1st will be charged to FY 2024.
  - Please continue to receive/accept your goods and services through June 30th. This is required to properly record the expense in the annual financial statements.
Object Codes

- The purpose of the colleague object codes are used to classify the type of expense being purchased for accurate financial reporting.
- The Object codes selected for requisitions must align with the goods or services being procured.
- Objects codes are the fifth component of the Colleague Account String

Example - 1010-10-062-50001-64203 – Office Supplies
Object Code Categories for Requisitions

630 Employee Dev/Transport
631 Recruitment Travel
635 Internal Charges
640 Gen Op. - Contractual Services
642 Gen Op. - Supplies
644 Gen Op. - Continuous Charges
650 Transfer Payments
660 Service Charges
670 Equipment

Payroll Object Codes (beginning with 61XXX) should never be used on requisitions
Object Codes – Concatenation & Resources

If you do not see the object code you need on my budget on Spartan Self-Service, please follow the steps below:

• Send an email to the Budget Office to request the object code needed in your budget.
• Object code listing is available on the public shared O:drive>Financial Services>Colleague Object Code Listing.
REMINDEERS

FY 24 PHYSICAL INVENTORY IS UNDERWAY

☐ As required by the Commonwealth Accounting Policies and Procedures Manual, a physical inventory of capital assets is required at least once every two years in order to properly safeguard assets and maintain fiscal accountability. Therefore, Norfolk State University’s method of physical inventory is to **conduct a wall-to-wall physical inventory of all assets recorded**.

☐ If you have not submitted your inventory form please do so immediately. Those stewards who are non-responsive will have their information escalated to the Department Chair, Dean and AVP of their respective areas. The forms should be submitted to FixedAssets@nsu.edu

☐ You may also email FixedAssets@nsu.edu or contact Tracy Caldwell-Gore, Financial Services Manager at 3-2816 or trcaldwell-gore@nsu.edu if further information is needed.
Fixed Asset Receiving and Stewards

- Purchases of fixed asset are received in Colleague by the Warehouse staff or the Fixed Assets Accountants (if assets are delivered directly to your department).

- The Fixed Asset Steward Assignment Form is used to document the assigned steward for the newly purchased fixed asset. The person designated as the steward of the asset will be responsible for the annual inventory.
REMINDERS

- Cardinal HCM – leave taken by employees must be entered in the Cardinal HCM and approved by the supervisor. Please ensure your leave balance is up to date. If you have any questions regarding leave please contact nsupayroll@nsu.edu.

- Please be on the lookout for the year end HR/Payroll schedule. This schedule will outline the deadlines for payroll process during Thanksgiving and New Year.

- The Cardinal website for information and resources in moving around the cardinal system.

- Requisitions for grants should be entered prior to 90-days of the grant end date to ensure the items can be used during the grant period.
Contact Information

- Directory for the Controller’s Office staff is available on the public shared O:drive>Financial Services> Directory.
Questions?
Auxiliary Enterprises & Services
Catering Services

Ordering Guidelines

- Menu within the established per diem
- Purchase Order, Business Meal Certification, Invoice
- Timeline
- Other
  - Number of Guests
  - Location (25Live)
  - Occasion
  - Budget
Catering Services

Placing an Order
Contact the Catering Office at (757) 823-9476 or email norfolkcatering@thompsonhospitality.com. A room must be reserved in 25Live before initiating a catering request for an on-campus function. After a location has been confirmed with the university, the staff will help you determine the menu, event setup and all the other details for your event.

Payment for University Sponsored Events
Payment arrangements for a scheduled event should be made to Thompson Hospitality at least three (3) business days prior to the event. This payment will place the event in what is known as "confirmed status." If the event is not in confirmed status, Dining Services cannot guarantee that the service will be rendered. Purchase order, credit card, cash, and money order are acceptable methods of payment.
Catering Services

Food Safety
For the safety of you and your guests, and the adherence to health codes, no food, including leftovers may be removed from catered event sites. Your health and wellbeing is our primary concern.

Cancellation
To avoid any pro-rated charges, all cancellations must be submitted, in writing, to the Catering Office at least 72 hours (three business days) prior to an event.

Note:
Thompson Hospitality has exclusive rights to all food and beverage served at the University. Other individuals or catering firms may not bring food and beverages into campus facilities.
FACILITIES MANAGEMENT
Presenters

• Capital Planning & Improvement Facilities Management, Interim AVP............................Terry Woodhouse
• Administrative Services Director....................Dia Hayes
• Work Control Manager.............................Aurthur Williams
• Director of Energy & Sustainability....Richard E. Martin
Capital Planning & Improvements
Interim AVP, Terry Woodhouse

Introduction
- Campus Master Plan
- Capital Projects
- Maintenance Reserve Projects
Campus Master Plan
# Current Capital Projects

<table>
<thead>
<tr>
<th>AGENCY RANKING</th>
<th>REQUEST TITLE</th>
<th>PROJECTED PROJECT COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Construct Living Learning Center and Dining Facility</td>
<td>$129,332,812</td>
</tr>
<tr>
<td>2</td>
<td>Construct Wellness, Health and Physical Education Center</td>
<td>$146,813,967</td>
</tr>
<tr>
<td>3</td>
<td>Construct Lab School Academy</td>
<td>$37,393,060</td>
</tr>
<tr>
<td>4</td>
<td>Construct New Dining Facility/Replace Scott Dozier</td>
<td>$76,387,058</td>
</tr>
<tr>
<td>5</td>
<td>Construct Residential Housing Phase II</td>
<td>$78,597,510</td>
</tr>
<tr>
<td>6</td>
<td>Improve Campus Infrastructure</td>
<td>$14,064,327</td>
</tr>
</tbody>
</table>

**In Progress Projects**

- Construct New Science Building
- Replace the Fine Arts Building
- Construct Physical Plant/Warehouse
Current Capital Projects - Continued

New Science Building

- Design Architect: Work Program Architects + Smith-Group
- Construction Delivery Method: CMAR - SB Ballard Construction
- Construction Cost: $112 Million
- Four-level 131,231 square foot
- Completion: Fall 2026
Current Capital Projects- *Continued*

New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: $97 million
- Construction Delivery Method: Construction Manager At Risk
- Completion: Fall 2027
Replace Physical Plant Building

- Design Architect: RRMM Architects
- Project Cost: $30 million
- Square Feet: 80,000
- Construction Delivery Method: Design-bid-build
Introduction

- Customer Service
- Budget Management
- Accounting
- Procurement
- Mail Services
- Fleet/Shuttle Services
- Work Control
Administrative Services Goals:

- Provide quality customer services to students, in-house staff, campus partners and outside vendors
- Ensure time and leave are reflected accurately in Kronos
- Provide 100% accountability by all administrative areas
- Continue to conduct monthly reviews of outstanding invoices to ensure they are paid in a timely manner
- Ensure purchase orders are created in a timely manner
- Ensure staff are following procurement policies and procedure by sending weekly reminders to reduce unauthorized purchases
- Implement Staff Development Initiative
Administrative Services Accomplishments:

Administration:

- Made recommendations for salary increases (Housekeeping, Grounds, and Trades Staff)
- Completed FY2023 ARMICS Review
- Implemented AXIS Global Card Access Training & TMA Training for staff
- Provided timely transportation services to students in hotels, for new student orientation, and various student events
- Give transportation concerns/complaints our immediate attention
Administrative Services Accomplishments:

Fleet / Transportation:
- Expanded Trans-Loc App to include hotels
- Installed Windows-10 Fuel System
- Moved Additional Surplus GEM Carts and Police Vehicles Out of Compound Area
- Purchased New ADA Shuttle Bus, 5 GEM Carts, 2 Chevy full body Pick-up Trucks
Accomplishments - *Continued*

Mail Services:

- In 2022, introduced its first supervisor in 3 years
- In 2022, processed 54,777 pieces of mail with minimal errors.
- To date, processed 34,052 pieces of mail from largest campus partners; Admissions and Financial Aid (due to increased of enrollment).
- Staff have assisted students with their University Life class assignments by allowing them to observe mail services staff working for 15 to 30 minutes in the mailroom.
- Received an upgraded mail processing machine and an updated tracking system
Work Management Center

The “Pulse” of Facilities Management

Aurthur Williams - Work Control Manager
Organizational Chart for Facilities Management

1. **Strategic Assessment**
   - (3 Weeks)

2. **Functional Plan**
   - (6 Weeks)

3. **Best Practices / Capacity for Improvement**
   - (9 Weeks)

4. **Outcomes**
   - (12 Weeks)
Strategic Assessment: Goals for TMA

- Decrease Open Work Orders
- Improvement in Response Times
- Inventory Process
Functional Plan

- Work Order Flow/TMA
- Communication
- Quality Control
- Accountability
Best Practices

- 3-E’s: Effort, Execution, Efficiency
- Commitment and Consistency
- Non-Negotiables:
  1. Customer Service
  2. Accountability
- Expectations (Proverbial line in the sand)
- Alleviate Customer Aggravation, Irritation, and Frustration
Capacity for Improvement

Efficiency - Seamless transition via TMA: from work request to approval/rejection (with justification) to formal work orders and services rendered.

Inventory: Proper tracking mechanisms and timely ordering of supplies.

Time on Task $$$: Understanding Response Time based on priority levels and the Data Analytics associated with the amount of time services are rendered.

Reporting - Encouraging consistent communication at all levels of management and labor, to increase solution-based thinking, as well as maintaining a proactive maintenance approach campus wide. PREVENTIVE MAINTENANCE 101!
Outcome

Overall goal is to operate our Work Management system at maximum capacity; meaning a comprehensive function of the TMA system and all components that are relative to the mass operation of the department of Facilities Management here at NSU.
DIRECTOR OF ENERGY & SUSTAINABILITY
RICHARD E. MARTIN
Energy & Sustainability

INTRODUCTION

• Energy & Sustainability Accomplishments
• Energy
• Sustainability
• Stay Tuned – More to Come!
Energy & Sustainability

ACCOMPLISHMENTS:

▪ US Department of Energy – Federal Energy Management Program visit to NSU
▪ Virginia Department of Energy (VOE) visited NSU
▪ VOE and C-Power Demand Response Program
▪ LED Lighting Grant Submission – Second Nature
▪ Energy & Sustainability Awareness Project- Workstations/Pavilion Carousels
▪ West Café renovation to start the foundational SMART Technology on an EMIS Platform to develop the “Campus of the Future”
▪ Earth Day Week Event – Panel Discussion
▪ Electric Vehicle (EV Demonstration Events – Successful!)
Energy & Sustainability

- **Energy Accomplishments:**
  - Energy and Sustainability Strategic Plan
  - Campus Energy Water Plan (CEWP) – Resilience
  - SMART Building/Campus Technology
  - EV Charging Infrastructure – On Campus
Energy & Sustainability

Sustainability Accomplishments:

• Recycling/Re-use (Glass, Metal, Paper)
• Recycling Event – Earth Week – April 2023
• Re-Usable Take-Out Trays – Pilot Project
• Urban Farming – Community Engagement – USDA-NRC
• Community Solar Powered Rainwater Harvesting – Grant
• Regional Catastrophic Preparedness Grant Program
Energy & Sustainability

MORE TO COME!

- Host the Virginia Universities’ Community of Practice
- Conference Energy Service Performance Contract - ESPC
- HVAC PM Program
Questions!
OPB Mission Statement

Mission Statement

The mission of the Office of Planning and Budget Office is to effectively lead the planning, development, and management of all university budgeting operations as guided by the institutional strategic plan and informed by the University’s six-year plan.
OPB Operations

The Office of Planning and Budget leads in the development and management of the university’s budgeting activities, including:

• annual operating budgets of the University (revenue and expenditures);
• education, training, and guidance for internal constituents in all aspects of the budgeting process;
• information and analysis to guide planning, decision-making, policy development, and the allocation of financial resources;
• the financial components of the University’s Capital Outlay budget; and
• frequent planned communications with university constituents to discuss the statuses of their budgets and their relations to the broader university budget.
Colleague Budget to Actuals Access

CASE STUDY
MODERNIZING
CLASSROOM
TECHNOLOGY
WITH VICOM

View the Case Study
Colleague Budget to Actuals Access

Spartan Self Service
### Hello, Welcome to Colleague NSU Self-Service!

Choose a category to get started.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Finance</td>
<td>Here you can view your latest statement and make a payment online.</td>
</tr>
<tr>
<td>Tax Information (1098-T)</td>
<td>Here you can change your consent for e-delivery of tax information.</td>
</tr>
<tr>
<td>Student Planning</td>
<td>Here you can search for courses, plan your terms, and schedule &amp; register your course sections.</td>
</tr>
<tr>
<td>Grades</td>
<td>Here you can view your grades by term.</td>
</tr>
<tr>
<td>Student Finance Admin</td>
<td>Here you can view the Student finance information as a student would so you can help the student with any questions.</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>Here you can access financial aid data, forms, etc.</td>
</tr>
<tr>
<td>Banking Information</td>
<td>Here you can view and update your banking information.</td>
</tr>
<tr>
<td>Course Catalog</td>
<td>Here you can view and search the course catalog.</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Here you can view the financial health of your cost centers and your projects.</td>
</tr>
</tbody>
</table>
# Colleague Budget to Actuals Access

## Financial Management Overview

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approve Documents</td>
<td></td>
</tr>
<tr>
<td>Finance Query</td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td></td>
</tr>
<tr>
<td>Budget to Actuals</td>
<td></td>
</tr>
<tr>
<td>Receive Goods and Services</td>
<td></td>
</tr>
<tr>
<td>Projects Accounting</td>
<td></td>
</tr>
</tbody>
</table>
Colleague Budget to Actuals Access
**Fund:** The **Fund** is a four-digit code that identifies the primary source of funding. **Fund** codes can range from 0000 to 9009.

**Bank:** The **Bank** is a two-digit code that identifies the originating cash funding source. **Bank** funding can originate from local, state, or federal banking sources. **Bank** codes can range from 10 to 56.

**Function:** The **Function** is a three-digit code that identifies the specific purpose of the funds. **Function** codes range from 000 to 930.

**Department:** The **Department** is a five-digit code that identifies the campus operating unit that is responsible for managing the allocated budget and resulting expenditures for that entity. **Department** codes can range from 00000 to 99010.

**Object Code:** The **Object Code** is a five-digit code that identifies the classification of expenditures and is standardized to emulate State of Virginia object code and sub-object code descriptions. **Object Codes** can range from 00000 to 72109.
**Budget**
- The budget represents the amount of funding that is available for expenses during the fiscal year (July 1 thru June 30).

**Actuals**
- Actuals represent payments that have been completed against the account. Actuals reduce the available budget by the amount of the purchase.

**Encumbrances**
- Once a requisition is assigned as a purchase the item becomes an encumbrance, and the University is legally obligated to pay for those goods or services with funding from the designated GL account.
- **NOTE:** Encumbrances that are not paid by the end of the fiscal year carry forward into the next fiscal year and reduce the new budget by the outstanding amount of the encumbrance.
Remaining
- The remaining balance reflects the amount of funds left in the account and available to spend after adjusting for outstanding encumbrances and actual expenditures.

%Received/Spent
- This displays the percentage of funds spent as compared to the amount of funds received within each budget pool.

Financial Health
- Illustrates the financial health of each budget pool:
  - Good Health
  - Low Funds
  - Budget Exceeded
Budget Management Best Practices

- Monitor requisitions and encumbrances at least once per month.
- Receive items in Colleague Financial as soon as they are delivered.
- Monitor budgets at least monthly (at a minimal) to ensure funding is available to cover all expected and anticipated expenses for the year.
- Ensure encumbrances are cleared to “zero” before June 30th (fiscal year-end)
- Monitor recurring internal charges, e.g. copy management (based on usage) and telephone services (per line usage) to ensure adequate funding is available to cover these monthly expenditures.
  - Note: These expenses are typically charged one month in arrears.
Budget managers should conduct a year-end budget review of their accounts to include the following actions:

- Review the Division of Finance and Administration Year-end Campus announcement published each year in March.
- Determine if any additional expenses are required and process requisitions before the established deadline.
- Contact Procurement Services and/or Accounts Payable to close any encumbrances that are no longer needed.
- Receive all goods and/or services in Colleague.
- Send all invoices to Accounts Payable and/or confirm all invoices have been sent to Accounts Payable.
QUESTIONS

Q&A
NORFOLK STATE UNIVERSITY
Division of Finance and Administration

DFA FORUM
Wednesday, November 8th, 2023, 9:00 – 11:00 AM

AGENDA

Welcome/Introductions
Dr. Andrew T. Carrington
Assistant Vice President

Division Overview/DFA Forum
Dr. Gerald Ellsworth Hunter
Vice President and Chief Financial Officer

Department Training

- **Procurement Services and Central Warehouse**
  Ms. Ruby M. Spicer
  Director
- **University Controller**
  Ms. Karla J. Amaya Gordon
  Assistant Vice President/University Controller
- **Auxiliary Enterprises and Services**
  Dr. Davida Harrell-Williams
  Director
- **Facilities Management**
  Mr. Terry Woodhouse
  Acting Associate Vice President
  Mr. Dennis Jones
  Executive Director
- **Planning and Budget**

Closing
Dr. Andrew T. Carrington
Assistant Vice President

*Help Us, Help You!*

*THANK YOU!*

*Behold, The Green and Gold!*